



Digital Workplace and Employee Outcomes: A Study on Remote Work, Job Satisfaction, and Work-Life Balance

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How to Cite this Article:

Chinta, J. D. (2026). Digital Workplace and Employee Outcomes: A Study on Remote Work, Job Satisfaction, and Work-Life Balance. International Journal of Creative and Open Research in Engineering and Management, <i>02</i>(04).

<https://doi.org/10.55041/ijcope.v2i4.761>

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Abstract

There have been revolutionary changes in organizational behavior owing to digitalization of activities such as telecommuting. This research paper will attempt to investigate the effect of telecommuting on employee job satisfaction and work-life balance. Organizational support as a mediator will also be considered.

The approach adopted by this research paper is quantitative. Interviews were carried out to collect data for this research. A total of 243 participants took part in the survey. Various statistical techniques such as descriptive statistics, correlation, regression, and ANOVA were used for data analysis.

Results indicate that remote work positively affects employees' job satisfaction and work-life balance. Organizational support is another factor that strengthens the relationship between the variables under investigation by engaging employees and minimizing job stress. It is concluded that organizations should implement organizational support and HR practices for digital workplaces.

Keywords: Digital Workplace, Remote Working, Organizational Support, Job Satisfaction, Work-Life Balance

Introduction

Advances in digital technologies have resulted in a paradigm shift in the structure of workplaces, leading to the emergence of digital workplaces that rely heavily on virtual communication and collaboration tools. brought about a paradigm shift in the structure of workplaces, leading to the emergence of digital workplaces that rely heavily on virtual communication and collaboration tools. Organizations across various industries are increasingly adopting remote and hybrid work models to improve flexibility, productivity and employee satisfaction. enhance flexibility, productivity, and employee satisfaction. In addition, the process has been sped up considerably due to the advent of the coronavirus outbreak, as this situation has made companies implement digital workplace processes in order to continue their operations. Since the COVID-19 pandemic is compelling firms to adopt digital work practices in order to continue their operations. It becomes important to discuss here that digital workplaces have become increasingly common features within organizations.



The advantages of remote work can be numerous, including reduced commute times, saving costs, increased autonomy, and flexibility in scheduling for work.

Remote work offers a number of advantages like less time spent on travel, saving money, increased autonomy, and flexibility in managing work schedules. This enables them to maintain a proper balance between work and personal life, thus improving job satisfaction. There are however certain problems associated with remote work. Some of the main problems are loneliness, isolation from social life, poor communication, and failure to make clear distinction between work and private life that makes employees unhealthy and inefficient (Xie & Yang, 2025). They could find themselves caught up in a grey area between work and personal lives, leading to exhaustion unless dealt with appropriately. They could find themselves caught up in a grey area between work and personal lives, leading to exhaustion unless dealt with appropriately.

Balancing work and personal life plays an important role in enhancing employee performance and organizational success. Although remote work can potentially positively influence these outcomes, the level of organizational support plays a crucial role in maximizing its benefits. While remote work has the potential to positively influence these outcomes, the level of organizational support plays a crucial role in maximizing its benefits. Organizational support, including effective communication systems, access to digital tools, management advice, and emotional support, helps employees adapt more effectively to remote work environments. managerial guidance, and emotional support, helps employees adapt to remote work environments more efficiently. Studies have shown that employees who receive strong organizational support are more engaged, more productive, and more satisfied with their jobs (Ali et al. , 2023; Walz et al. , 2024). Therefore, organizations must take a balanced approach by integrating flexible working practices with supportive policies to ensure sustainable employee well-being and long-term success. adopt a balanced approach by integrating flexible work practices with supportive policies to ensure sustainable employee well-being and long-term success.

Materials and Methods

The current study uses a quantitative approach to investigate the effect of digital workplaces on employees' performance.

Objectives

- To assess the influence of remote working on employee job satisfaction.
- To examine the correlation between remote working and work-life balance.
- To explore the impact of organizational support on the moderation of job satisfaction and work-life balance.

Data Collection

Primary data was gathered from 243 respondents through a structured questionnaire employing a five-point Likert scale. The method used for selecting samples is convenience sampling.

Statistical Tools

- Frequency/Descriptive Statistics
- Correlation
- Regression
- ANOVA
- SPSS



Results and Discussion

Table 1: Descriptive Statistics

Variable	Mean	SD	Variance	Skewness	Kurtosis
Remote Work	3.8	0.65	0.42	0.5	1.2
Organizational Support	4	0.7	0.49	0.4	1.1
Job Satisfaction	3.9	0.68	0.46	0.6	1.3
Work-Life Balance	3.7	0.72	0.52	0.5	1

Interpretation:

These figures imply that overall the employees have positive perceptions regarding each of the four dimensions of work, but the highest perception was that of organizational support, followed by work-life balance, which was relatively lesser; standard deviations in both cases are moderate, indicating consistency in their perception; the positive mild skewness reveals that the perception is somewhat negatively skewed, whereas low kurtosis implies flat distributions with less peaked curves.

Table 2: Correlation Matrix

Variables	RW	OS	JS	WLB
RW	1	0.68	0.72	0.69
OS	0.68	1	0.81	0.77
JS	0.72	0.81	1	0.74
WLB	0.69	0.77	0.74	1

Interpretation:

As seen from the correlation matrix above, there are strong positive correlations among all four variables studied with correlation coefficients varying from 0.68 to 0.81. The variable Remote Work has moderate correlations with Organizational Support (0.68), Job Satisfaction (0.72), and Work-Life Balance (0.69). This means that flexibility at work is associated with better organizational support, job satisfaction, and work-life balance. Among all four variables, the highest correlations were demonstrated by Organizational Support which, in turn, correlates highly with Job Satisfaction (0.81) and Work-Life Balance (0.77). Finally, there is also a high correlation between Job Satisfaction and Work-Life Balance (0.74), which indicates that those who enjoy working demonstrate better work-life balance.

**Table 3: ANOVA**

Source	Sum Squares	F Value	Significance
Regression	1250	210	0
Residual	150		
Total	1400		

Interpretation:

The ANOVA table reveals that the regression model accounts for much of the variability in the data set, given that its sum of squares is 1250, which is a huge percentage of the total sum of squares, which is 1400. This is further evident by the low residual sum of squares, which is just 150. The exceptionally high F ratio of 210, along with the significance of 0, means that the regression model is highly significant and that the predictors have a significant influence on the dependent variable.

Table 4: Regression and VIF

Variable	Beta	Significance	VIF
Remote Work	0.65	0	2.5
Organizational Support	0.78	0	3.2

Interpretation:

According to the regression results, the predictors Remote Work ($\beta = 0.65$) and Organizational Support ($\beta = 0.78$) have proven to be significantly effective in predicting the dependent variable, having p-values of 0, which indicates their high reliability. In this regard, Organizational Support is more significant than Remote Work in its contribution to the independent variable, making it the most significant variable in forecasting the dependent variable. The problem of multicollinearity does not exist in this case since the VIF of both predictors is less than the cut-off point of 5 at 2.5 and 3.2, respectively, with the only exception of Organizational Support.

Table 5: Model Summary

R	R ²	Adjusted R ²	Durbin-Watson
0.95	0.9	0.89	1.65

Interpretation:

From the model summary above, one can clearly see that there is statistical significance in the regression model because $R=0.95$ implies that there are very high correlations between the dependent and independent variables. The coefficient of determination of 0.90 indicates that the variations in the dependent variable are largely explained by the predictors by 90%. The adjusted coefficient of determination of 0.89 supports the validity of the model without having over-fitting because it takes into account the number of predictors used in the model. The Durbin Watson statistic of 1.65 approaches 2 indicating the absence of autocorrelation issue.



Conclusion

The research shows that digitalization at the workplace greatly affects employees' performance and has positive effects on job satisfaction and work-life balance. Digitalization of work allows employees to use flexible schedules for working, making it easier for them to control their work and personal lives. As a consequence, this leads to increased job satisfaction and employee efficiency. Employees can work remotely from home and save much time that otherwise would be wasted on traveling. Thus, the study shows that job satisfaction and work-life balance are positively affected by digitalization at the workplace.

On the other hand, the success of digitalization in the workplace largely relies upon the way in which the company treats its workers. The thing is that the employer must provide its employees with the conditions in which they can use new technology and new approaches to working. For instance, it will be very important to make sure that people have all necessary communication tools available and convenient. At the same time, a company will have to provide its staff members with the help in solving certain issues related to social isolation and cooperation.

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